MassHR
Delivering HR Services That Matter

ESC Service Charter Scorecard

3/23/2014 – 5/3/2014

MassHR
EMPLOYEE SERVICE CENTER

Executive Summary

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Customer Service

- Average wait time decreased from 18 seconds to 17 seconds, still within the defined SLA target of two minutes.
- Average time to complete a call decreased from 3:49 to 3:43 minutes.
- Email requests represented 10.29% of total volume, a decrease from 11.03 % in March.
- Inquiries from CON, EOHED, and EOLWD agencies accounted for the most inquiries as a percentage of employees served.

Process & Organization

- Escalated Payroll Notifications were not invoked.

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Service Delivery Overview
March 23, 2014 – May 03, 2014

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Customer Interactions

Total # Agencies Served: 76

Total # Employees Served: 53,699

Total calls received: 7110

Total tickets opened: 6629

% of Employees served contacting ESC: **13.2**%*

Staffing

Area	Staffing as of 5/3/2014	Staffing as of 3/22/2014
Customer Service/Intake	6	6
Customer Service/Research	4	4
Processing & Outreach	13	13
Supervisor	3	3
Senior Staff	4	4
Total	30	30

Enabling Technologies

Activities – April

o   April 2014 represents 6 weeks

Source: ESC Avaya CMS & COMiT Reports, data from 3/23/2014 – 5/3/2014
*****Not**e: "% of Employees served contacting ESC" does not account for repeat contacts (i.e., one employee calling multiple times).

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Service Level Agreement
Service Measures and Targets
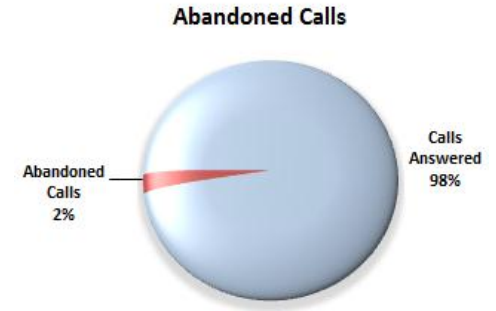
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The following service measures and targets are outlined in the ESC Service Level Agreement document. Data contained in this presentation includes both SLA and non-SLA measures.

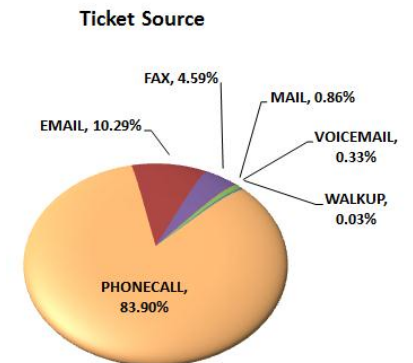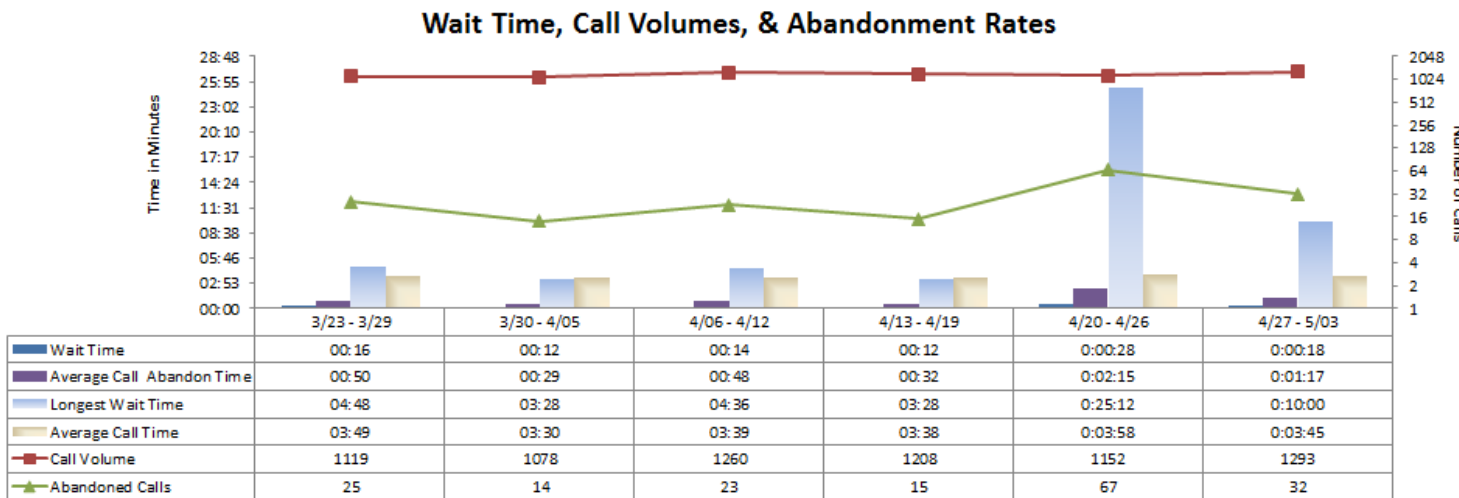| Metric	Target
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	80% of customers rated overall satisfaction good to excellent
Percent of notification runs executed to completion: • All: Reminder Report Time • Employees: Unreported time – 1st and 2nd notice • Approvers: Unapproved reported time – 1st and 2nd notice • Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications – 1st and 2nd notice • Failsafe outreach to Agency HR/Payroll and signatory authorities when applicable • Failsafe outreach to Comptroller and Chief HR Officer when applicable	95%
Secretariat ad hoc reports produced within established timeframes: • Simple*: 3 business days • Complex*: 7 business days	90%
SLA reports produced on time according to predefined schedule (see section 5.5)	90%
Percentage of approvers contacted with unresolved high exceptions requiring ESC intervention for resolution	98% 85% holiday/emergency leave weeks
Percentage of approvers contacted with unresolved low exceptions requiring ESC intervention for resolution	95% 80% holiday/emergency leave weeks

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Inbound Call Data

SLA Metric	Target Level	Current Period (3/23/14 to 5/3/14)	Previous Period (2/23/14 to 3/22/14)	April 2013
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time	:17 seconds	:18 seconds	:30 seconds

Abandoned Calls

Abandoned Calls 2%

Calls Answered 98%

Total = 7110 calls

Wait Time, Call Volumes, & Abandonment Rates

	3/23 - 3/29	3/30 - 4/05	4/06 - 4/12	4/13 - 4/19	4/20 - 4/26	4/27 - 5/03
Wait Time	00:16	00:12	00:14	00:12	0:00:28	0:00:18
Average Call Abandon Time	00:50	00:29	00:48	00:32	0:02:15	0:01:17
Longest Wait Time	04:48	03:28	04:36	03:28	0:25:12	0:10:00
Average Call Time	03:49	03:30	03:39	03:38	0:03:58	0:03:45
Call Volume	1119	1078	1260	1208	1152	1293
Abandoned Calls	25	14	23	15	67	32

Ticket Source

FAX, 4.59%
MAIL, 0.86%
EMAIL, 10.29%
VOICEMAIL, 0.33%
WALKUP, 0.03%
PHONECALL, 83.90%

Total = 6629 tickets

Source: ESC COMiT & Avaya data from 3/23/2014 – 5/3/2014.
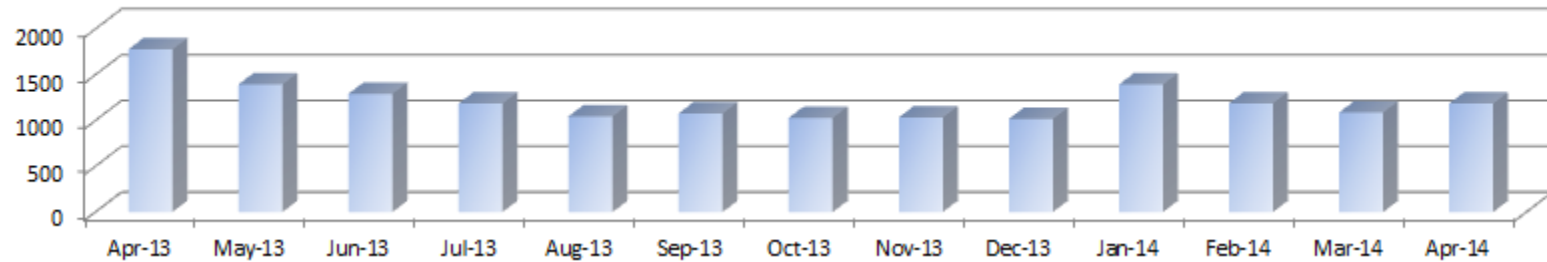*E-mail tickets do not account for additional outreach to correct invalid employee e-mail addresses.
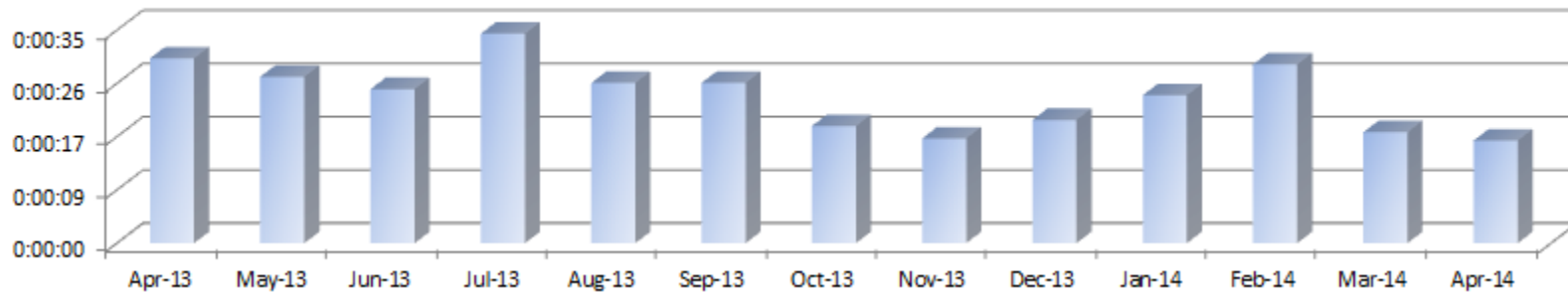
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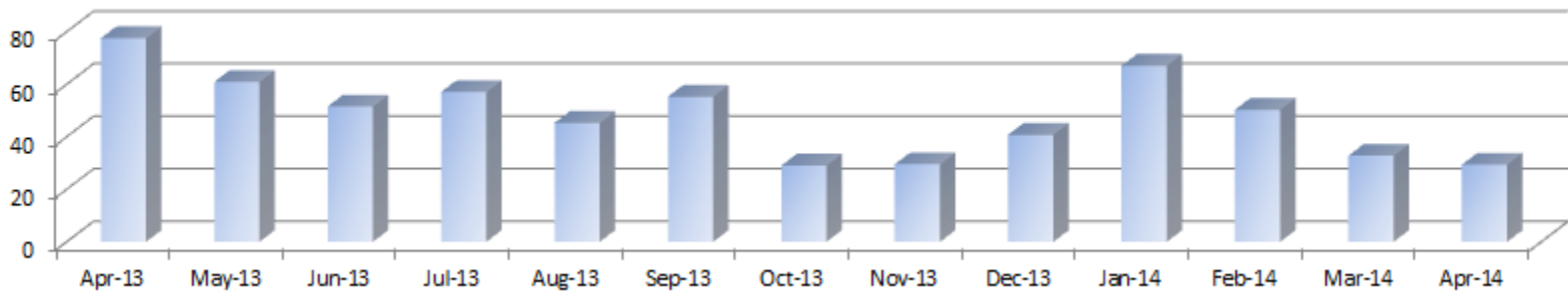# Inbound Call Data – 12 Month Lookback
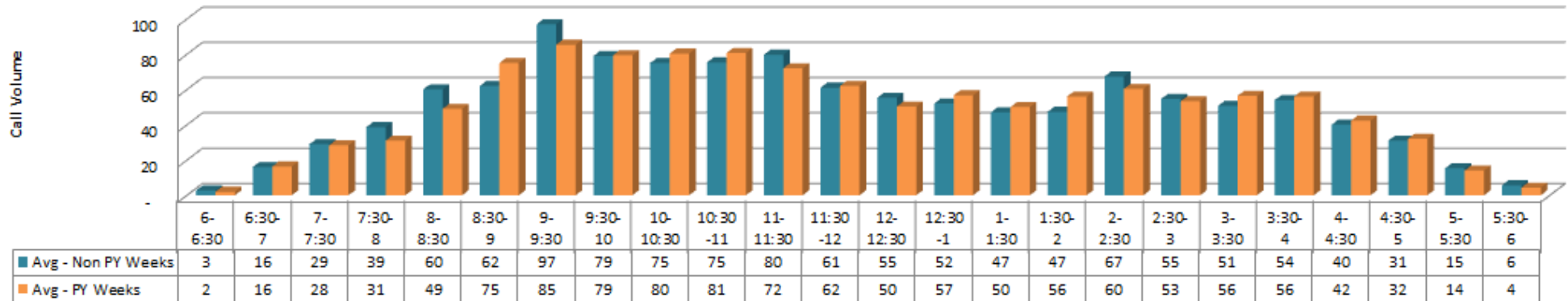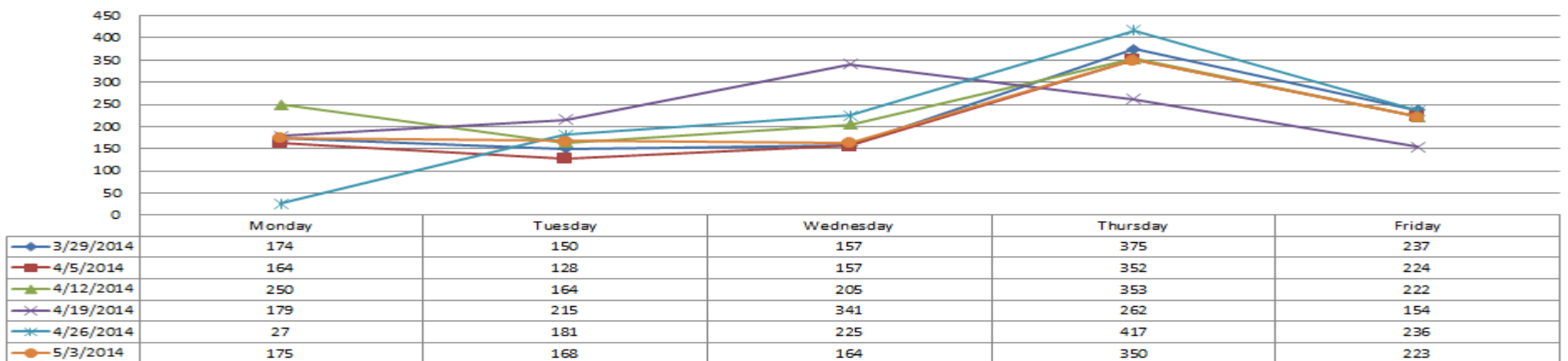
Timing of Inquiries

Call volumes continue to peak following weekly time submission deadlines and notifications. Peak call hours are from 8:30 am to 12:00 pm.

Average Daily Call Volume

	6-6:30	6:30-7	7-7:30	7:30-8	8-8:30	8:30-9	9-9:30	9:30-10	10-10:30	10:30-11	11-11:30	11:30-12	12-12:30	12:30-1	1-1:30	1:30-2	2-2:30	2:30-3	3-3:30	3:30-4	4-4:30	4:30-5	5-5:30	5:30-6
Avg - Non PY Weeks	3	16	29	39	60	62	97	79	75	75	80	61	55	52	47	47	67	55	51	54	40	31	15	6
Avg - PY Weeks	2	16	28	31	49	75	85	79	80	81	72	62	50	57	50	56	60	53	56	56	42	32	14	4

Thursday represents the highest volume due to impact of payroll cycle.

Number of Tickets Per Day

	Monday	Tuesday	Wednesday	Thursday	Friday
3/29/2014	174	150	157	375	237
4/5/2014	164	128	157	352	224
4/12/2014	250	164	205	353	222
4/19/2014	179	215	341	262	154
4/26/2014	27	181	225	417	236
5/3/2014	175	168	164	350	223

Source: ESC COMiT & Avaya data from 3/23/2014 – 5/3/2014.

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Inbound Inquiries by Secretariat

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EOHHS agencies represent the largest volume of inquiries to the ESC. CON, EOEEA, EOLWD and EOHED represent the highest volume as a percent of employees served.

Average Weekly inquiries as a % of Total Employees Served
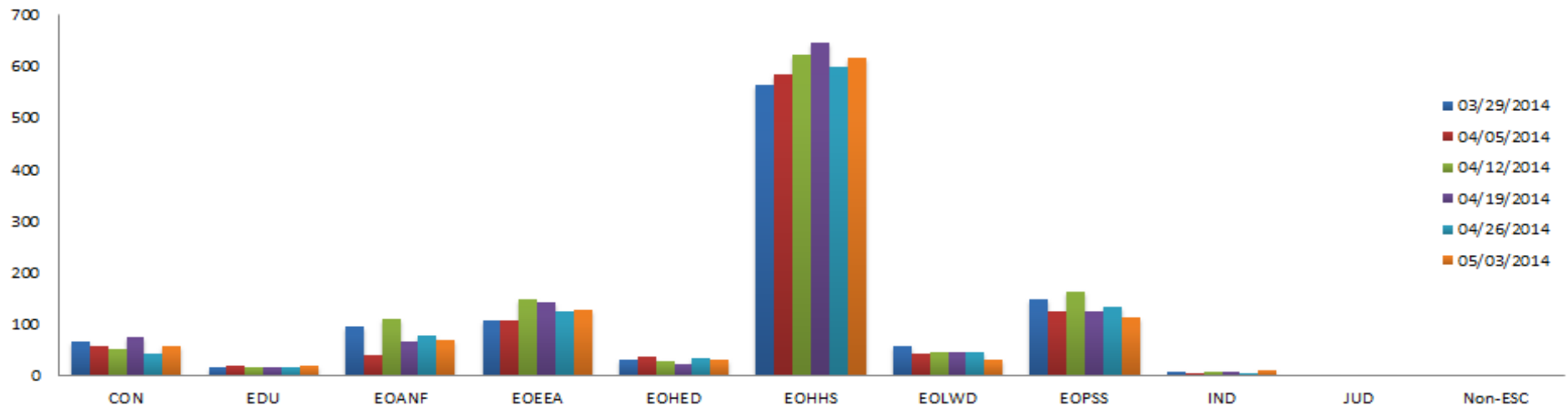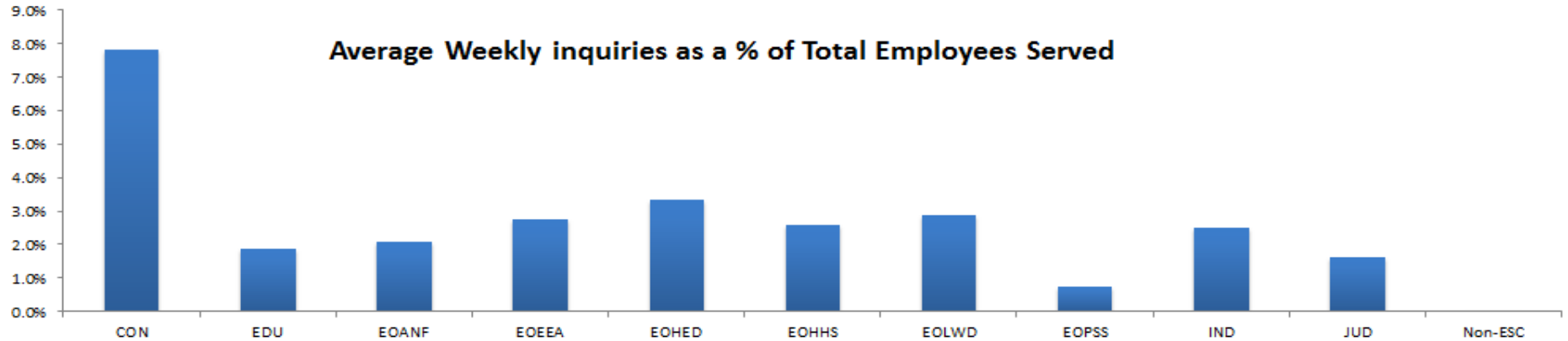
Source: ESC COMiT data from 3/23/2014 – 5/3/2014. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., one employee calling multiple times).
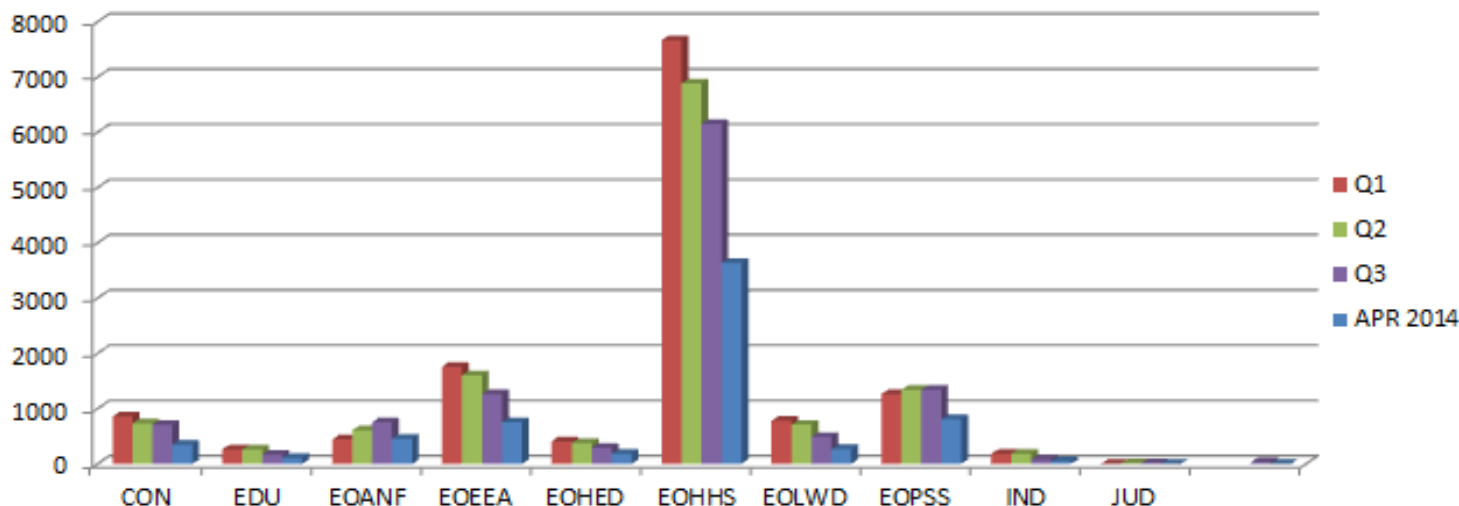
*Non-ESC percentage factored from the total number of inquiries as there is no base population; Non-ESC represents SSTA and ePay/eProfile employees not supported by ESC.
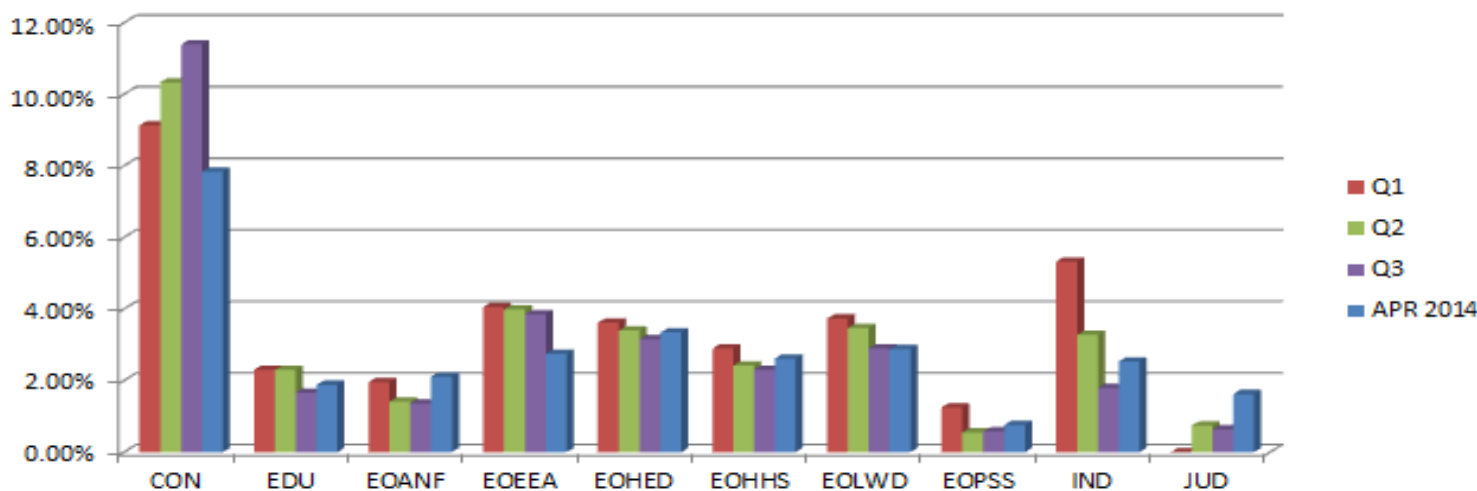
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Inbound Inquiries by Secretariat – Quarterly (FY 2014)


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Outbound Exception Management Calls

Outbound calls are made on a weekly basis when employees and approvers miss the deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

EOHHS agencies represent the largest volume of outbound calls from the ESC.

Average weekly calls as a % of Employees Served

Legend:
- % of Employees Served
- Average % of Time Approvers Served
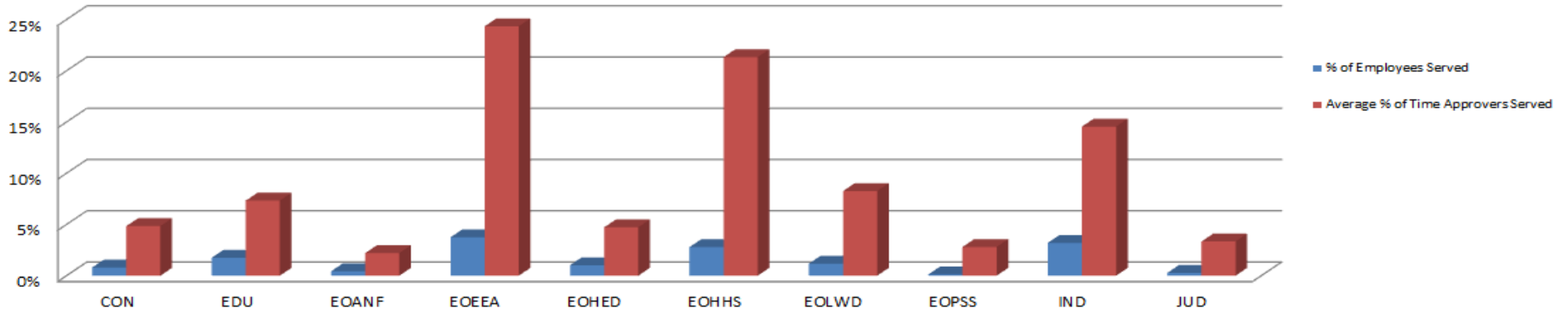
Outbound Calls
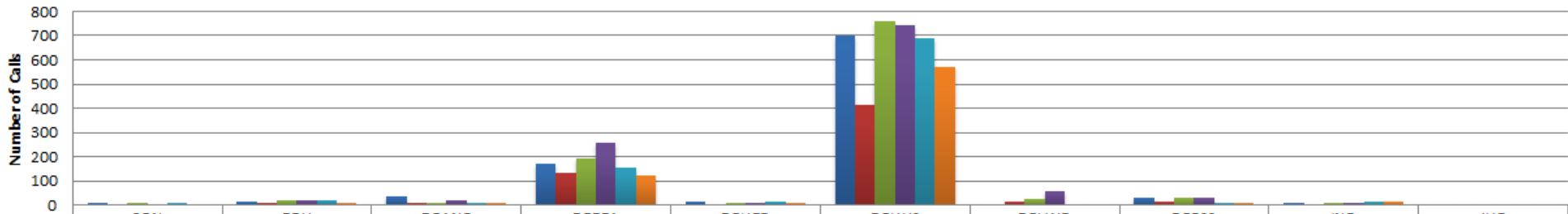
	CON	EDU	EOANF	EOEEA	EOHED	EOHHS	EOLWD	EOPSS	IND	JUD
3/29/2014	8	17	34	170	13	698	5	32	10	1
4/5/2014	2	7	11	132	0	416	15	17	2	0
4/12/2014	11	22	7	192	10	757	24	31	10	0
4/19/2014	5	22	20	255	8	741	56	30	10	0
4/26/2014	10	19	10	157	14	689	6	12	13	1
5/3/2014	0	11	12	125	11	570	4	11	17	0

Source: : ESC Exception Management System data from 3/23/2014 – 5/3/2014. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., calling an employee multiple times).

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Outbound Exception Management Calls – Monthly Lookback (FY 2014)

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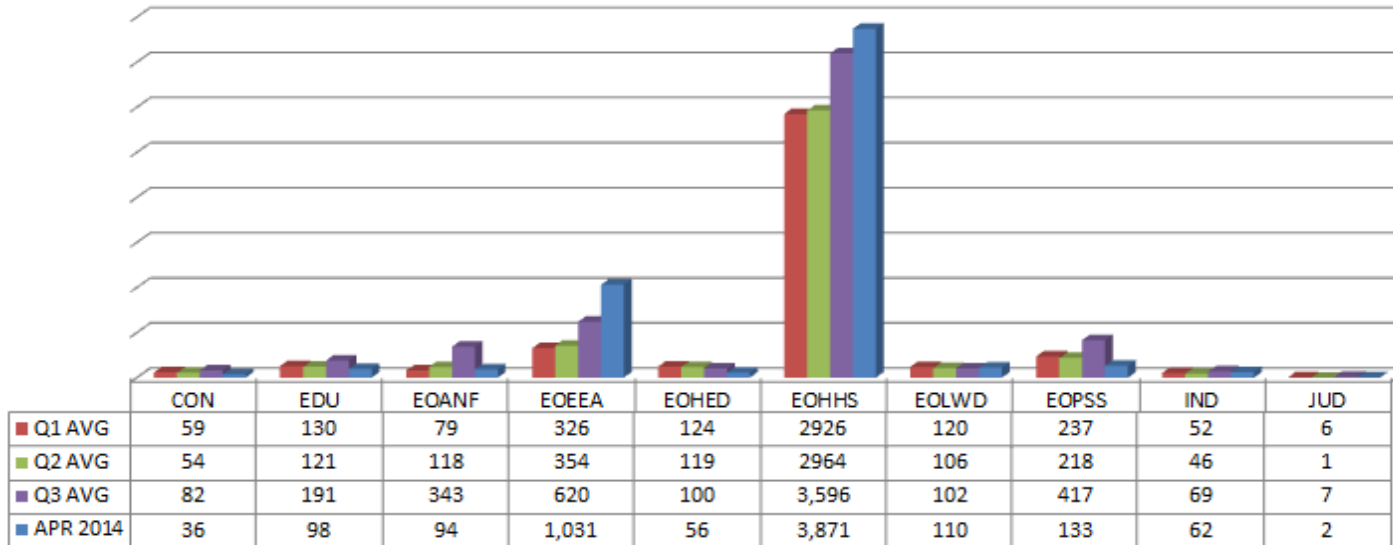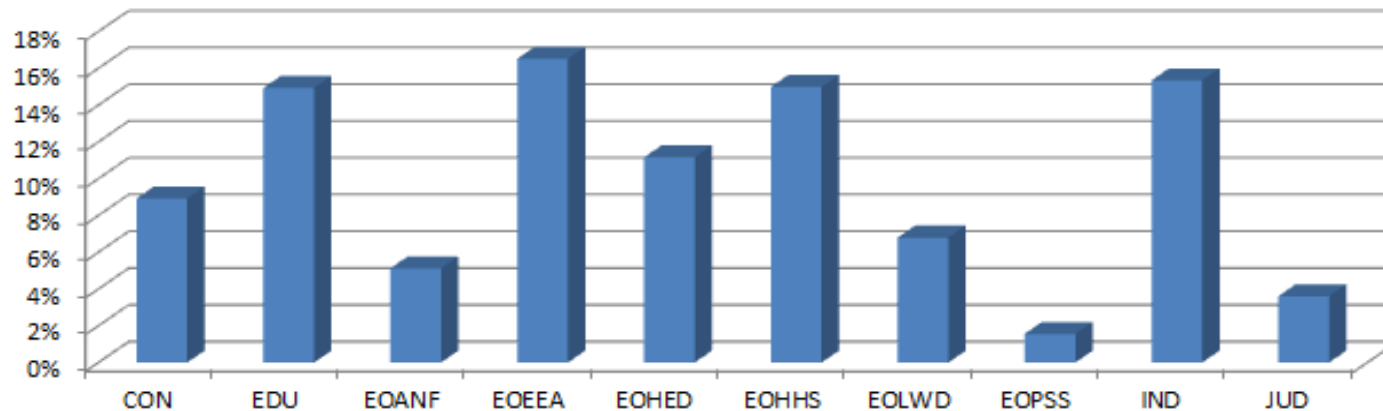**Delivering HR Services That Matter**

Outbound calls are made on a weekly basis when employees and approvers miss their deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

Outbound Calls

	CON	EDU	EOANF	EOEEA	EOHED	EOHHS	EOLWD	EOPSS	IND	JUD
■ Q1 AVG	59	130	79	326	124	2926	120	237	52	6
■ Q2 AVG	54	121	118	354	119	2964	106	218	46	1
■ Q3 AVG	82	191	343	620	100	3,596	102	417	69	7
■ APR 2014	36	98	94	1,031	56	3,871	110	133	62	2

Average Monthly Calls as a % of Employees Served

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Type of Inquiries Received – Six Month Lookback

Top Inquiry Classifications - Six Month Lookback (Excluding Password Resets)

	Time Entry	Time Off	Reg Time	Employee Information	Direct Deposit	Balance Inquiry
November*	1273	270	221	95	74	95
December	925	163	133	147	90	86
January	897	145	141	143	75	224
February	924	106	114	104	78	58
March	899	85	89	151	177	41
April*	1625	129	164	184	253	54
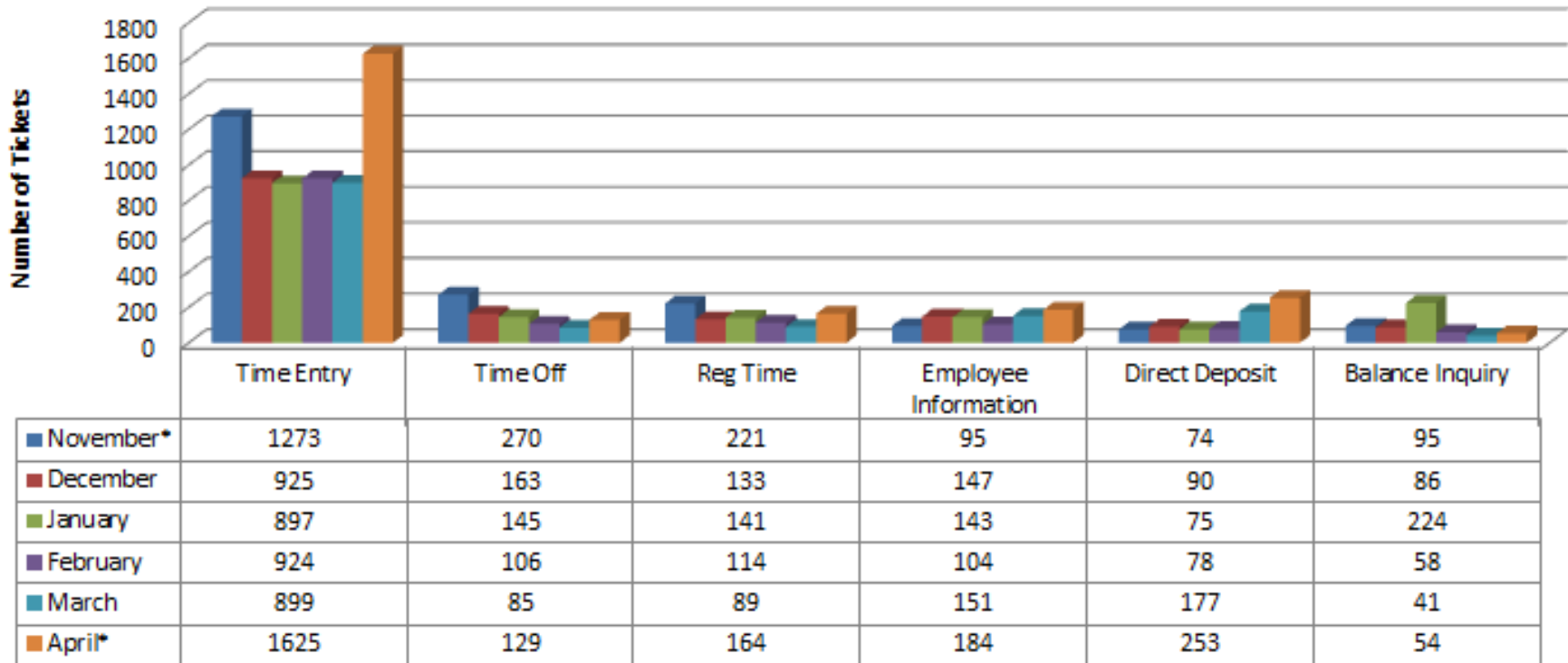
*November 2013 and April 2014 each represent 6 weeks

Case Resolution Time

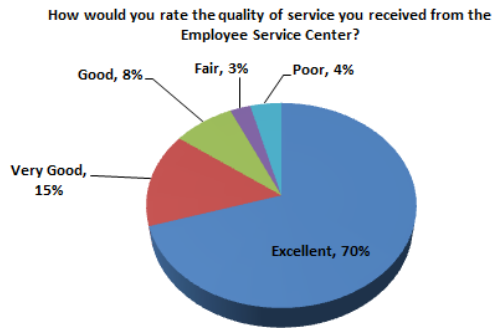| SLA Metric	Target	Current Period (3/23/14 - 5/3/14)	Previous Period (2/23/14-3/22/14)	Previous Period (1/26/14-2/22/14)
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	100%	100%	100%
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	1 Day – 88.7% 3 Days –86%	1 Day – 96.2% 3 Days –85%	1 Day – 97.4% 3 Days –91%

Source: ESC COMiT data from 3/23/2014 – 5/3/2014

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Customer Satisfaction Survey Results

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SLA Metric	Target	Current Period (3/23/14-5/3/14)	Previous Period (2/23/14-3/22/14)	Previous Period (12/29/13 – 1/25/14)
Customer satisfaction (Based on automated survey upon ticket closure.)	80% of customers rate overall satisfaction good to excellent	93% rated good to excellent (0.1 % response rate)	94% rated good to excellent (0.8 % response rate	88% rated good to excellent (1.2 % response rate)

How would you rate the quality of service you received from the Employee Service Center?

Good, 8%
Fair, 3%
Poor, 4%
Very Good, 15%
Excellent, 70%

How likely would you be to recommend the Employee Service Center to a colleague?

Likely to recommend, 14%
Unlikely to recommend, 1%
Would not recommend, 4%
Very likely to recommend, 80%

Sample Comments:

"The service center always resolves my issue just fine."

"They were excellent and also went beyond to make sure I was all set."

"The services was very helpful and responded to my questions."

"I find when I call they are always very polite and professional.

"The woman who helped me was very patient and courteous. She spent a lot of time with me. I am very satisfied."

Source: ESC Customer Satisfaction Survey; survey link is provided on ticket closure notice and is voluntary. Survey results shown were collected between 3/23/2014 – 5/3/2014.

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SLA Targets vs. Actual Performance

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Metric	Target	Current Period Performance 2/23/14 – 3/22/14	Previous Period Performance 2/23/14 – 3/22/14	Trend
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time; Will not exceed 2 minutes 50% of the time	17 seconds	18 seconds	
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	100%	100%	
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	88% within 1 Day and 86% within 3 Days	98% within 1 Day and 91% within 3 Days	
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	75% of customers rate overall satisfaction good to excellent	93% rated good to excellent (0.1% responded)	94% rated good to excellent (0.8% responded)	
Percent of notification runs executed to completion: • All: Reminder Report Time • Employees: Unreported time - 1st & 2nd notice • Approvers: Unapproved reported time - 1st & 2nd notice • Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications -1st & 2nd notice • Failsafe outreach to Agy. HR/PY and signatories • Failsafe outreach to CTR and CHRO	95%	100%	100%	
Secretariat ad hoc reports produced within established timeframes: • Simple*: 3 business days • Complex*: 7 business days	90%	100%	100%	
SLA reports produced on time according to predefined schedule (see section 5.5)	Y/N	N	N	

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Review Schedule
Service Charter Scorecard

Service Month*		Report Available
Start Date	End Date	
6/30/2013	7/27/2013	08/21/2013
7/28/2013	8/24/2013	09/18/2013
8/25/2013	9/21/2013	10/16/2013
9/22/2013	10/19/13	11/13/2013
10/20/2013	11/30/2013	12/18/2013
12/01/2013	12/28/2013	01/22/2014
12/29/2013	1/25/2014	02/19/2014
1/26/2014	2/22/2014	03/19/2014
2/23/2014	3/22/2014	04/16/2014
3/23/2014	5/3/2014	05/14/2014
5/4/2014	5/31/2014	06/18/2014
6/1/2014	6/28/2014	07/23/2014

*Note: "Service Month" reporting periods are split by the closest pay period start and end dates to the beginning and end of the calendar month.

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Appendix: Agencies Served

Agencies Served	Employees	Agenceis Served	Employees	Agencies Served	Employees
ADD-Developmental Disabilities Council	18	DOS-Division Of Standards	22	MCB-Mass Commission For The Blind	164
AGR-Department Of Agricultural Resources	105	DPH-Department Of Public Health	3222	MCD-Commission For The Deaf And Hard of Hearing	55
ALA-Administrative Law Appeals Division	33	DPS-Department Of Public Safety	172	MGC - Massachusetts Gaming Commission	80
ANF-Eo Administration & Finance	347	DPU-Department Of Public Utilities	145	MIL-Massachusetts National Guard	8036
APC-Appeals Court	123	DSS-Department Of Children And Families	3416	MMP-Massachusetts Marketing Partnership	22
ART-Mass Cultural Council	26	DYS-Department Of Youth Services	871	MRC-Mass Rehabilitation Commission	925
ATB-Appellate Tax Board	28	EDU-Executive Office Of Education	90	OCD-Dept Of Housing And Community	298
BSB-Bureau Of State Buildings	15	EEC-Department Of Early Education	228	OHA-Massachusetts Office On Disability	14
CDA-Massachusetts Emergency Management Agency	102	EED-Executive Office Of Housing & Economic Development	53	ORI-Office For Refugees And Immigrants	21
CHE-Soldiers' Home In Massachusetts	365	EHS - Executive Office of Health and Human Services	1614	OSC-Office Of The Comptroller	144
CHS-Department of Criminal Justice Information Systems	48	ELD-Department Of Elder Affairs	59	OSD-Division Of Operational Services	97
CJT-Criminal Justice Training Council	326	ENE-Department Of Energy Resources	60	PAR-Parole Board	214
CME-Chief Medical Examiner	73	ENV-Executive Office Of Energy and Environmental Affairs	302	POL-State Police	2618
CSC-Civil Service Commission	7	EOL-Executive Office Of Workforce Development	1556	REG-Division Of Professional Licensure	128
CSW-Commission On Status Of Women	1	EPS-Executive Office Of Public Safety and Security	190	RGT-Department Of Higher Education	77
DCP-Capital Asset Management And Maintenance	426	EQE-Department Of Environmental Protection	812	SCA-Office Of Consumer Affairs And Business Regulations	31
DCR-Department Conservation And Recreation	2664	FWE-Department Of Fish And Game	325	SDA-Sheriffs Department Association	4
DFS-Department Of Fire Services	515	GIC-Group Insurance Commission	58	SEA-Department Of Business And Technology	22
DMH - Department of Mental Health	3568	HCF-Health Care Finance & Policy	151	SOR-Sex Offender Registry	48
DMR -Department of Developmental Services	6878	HLY-Soldiers' Home In Holyoke	359	SRB-State Reclamation Board	177
DOB-Division Of Banks	171	HPC - Health Policy Commission	45	TAC-Department Of Telecommunications	24
DOC - Department of Corrections	5387	HRD-Human Resources Division	150	TRB-Teachers Retirement Board	95
DOE-Department Of Elementary & Secondary Education	543	ITD-Information Techology Division	367	TRE-Office Of The State Treasurer	236
DOI-Division Of Insurance	141	LIB-George Fingold Library	13	VET-Department Of Veterans Service	75
DOR-Department of Revenue	1908	LOT-Lottery And Gaming Commission	414	VWA-Victim And Witness Assistance	18
				WEL-Department Of Transitional Assistance	1564
				Grand Total:	**53699**

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Appendix: Inquiries by Agency

- Note: No inquiries were received for this service month from:

APC	EDU
ATB	OHA
CHS	SCA
CSC	TAC
CSW	VWA

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Education Secretariat Agencies

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Number of Tickets by Agency

	DOE	EEC	RGT
■ 03/29/2014	2	2	
■ 04/05/2014	1	5	
■ 04/12/2014	4	3	
■ 04/19/2014	1	3	1
■ 04/26/2014	2	3	1
■ 05/03/2014	2	1	1

Axis Title

Inquiry Classifications

Classification	Value
Time Entry	8
Reg Time	3
ACES Data Update/Missing Data	2
Time Off	2
Direct Deposit	2
HR/CMS Technical Issues	2
Training & Navigation	2
Benefits	2
HR/CMS Performance Issues	2
Reported Time Approvals	2

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EOANF Secretariat Agencies

Number of Tickets by Agency

	ADD	ANF	DCP	DOR	GIC	HPC	HRD	ITD	OSD	TRB	ALA	LIB	BSB
■ 03/29/2014			15	5	1		1		1			1	2
■ 04/05/2014			8	1	1				1	1			1
■ 04/12/2014		2	26	6			1		1	2			
■ 04/19/2014			19	3	1	1	1	2	5				2
■ 04/26/2014	1		15	2	2	1	2		2				
■ 05/03/2014		1	14	4	2				1	1	1		

6 tickets were forwarded to Agency HR/Payroll during the period of 3/23/2014 – 5/3/2014

Inquiry Classifications

Time Entry	Direct Deposit	Training & Navigation	M-4 State	W-4 Federal	Pay Advice	Reg Time
70	12	7	7	7	7	7

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EOEEA Secretariat Agencies

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Number of Tickets by Agency

	AGR	DCR	DPU	ENE	ENV	EQE	FWE	SRB
■ 03/29/2014		57	4		5	3	2	
■ 04/05/2014	1	60	6		3	2	2	
■ 04/12/2014		74	5	2	1	11	4	
■ 04/19/2014		79	6		2	2	7	
■ 04/26/2014		67	6		1	2	10	2
■ 05/03/2014		63	6		5	3	11	

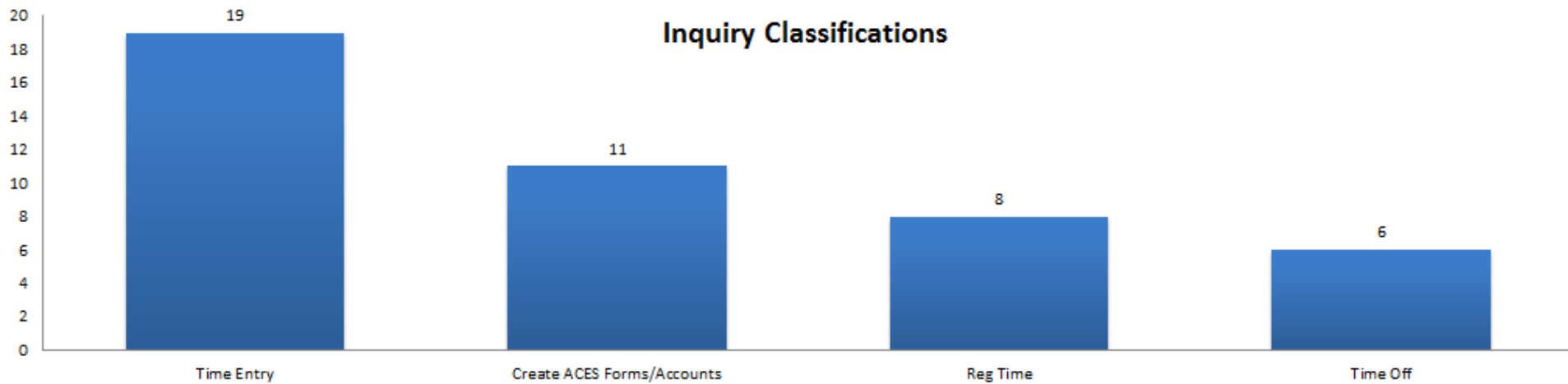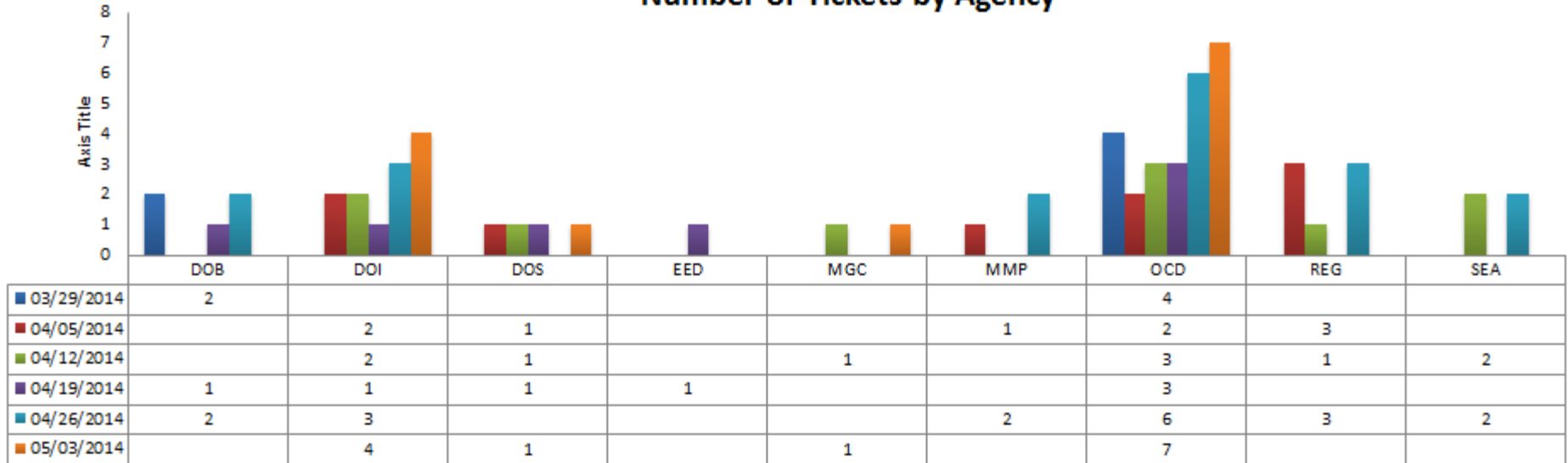**28 tickets were forwarded to Agency HR/Payroll during the period of 3/23/2014 – 5/3/2014**

Inquiry Classifications

Time Entry	Reg Time	Overtime	Time Off
348	21	18	16

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EOHED Secretariat Agencies

Number of Tickets by Agency

	DOB	DOI	DOS	EED	MGC	MMP	OCD	REG	SEA
03/29/2014	2						4		
04/05/2014		2	1			1	2	3	
04/12/2014		2	1		1		3	1	2
04/19/2014	1	1	1	1			3		
04/26/2014	2	3				2	6	3	2
05/03/2014		4	1			1	7		

Inquiry Classifications

- Time Entry: 19
- Create ACES Forms/Accounts: 11
- Reg Time: 8
- Time Off: 6

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EOHHS Secretariat Agencies

Number of Tickets by Agency

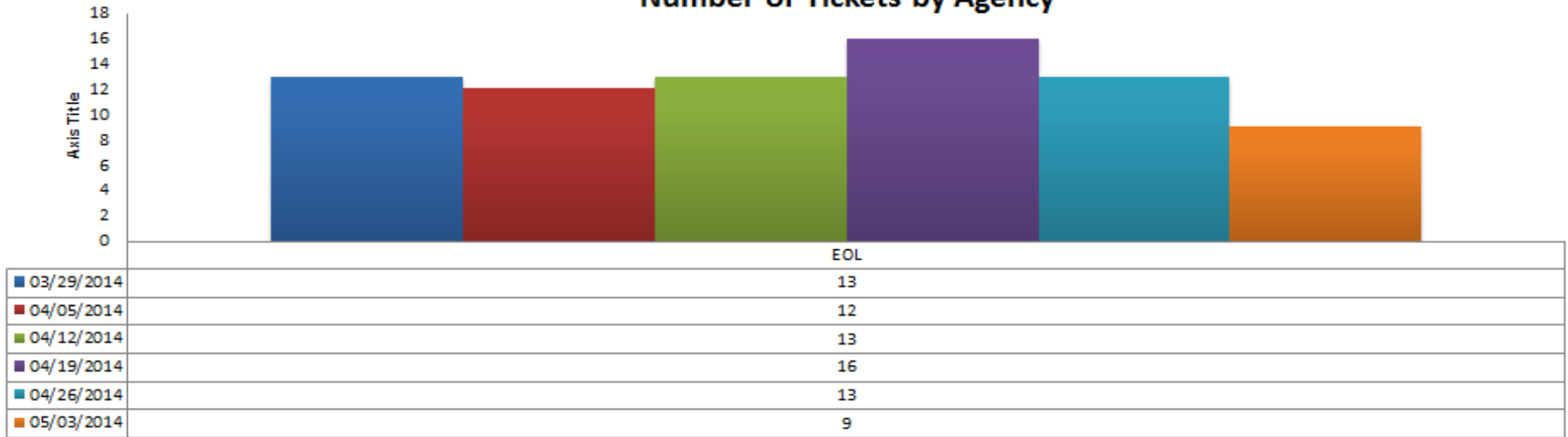|	CHE	DMH	DMR	DPH	DSS	DYS	EHS	ELD	HLY	MCB	MCD	MRC	VET	WEL	ORI
03/29/2014	3	94	27	29	26	14	13	1	3	16		12	1	19	
04/05/2014	4	118	27	42	24	9	13		4	12		10		23	
04/12/2014	3	115	47	38	32	14	26		2	15	1	10	2	28	
04/19/2014	3	131	52	38	20	12	13	2	7	12		5	1	35	
04/26/2014	2	98	48	45	22	12	21		2	15		8	1	18	
05/03/2014	3	107	53	38	27	10	20		3	11		12	1	22	1

89 tickets were forwarded to Agency HR/Payroll during the period of 3/23/2014 – 5/3/2014

Inquiry Classifications

- Time Entry: 718
- Direct Deposit: 145
- Employee Information: 112
- Reg Time: 97

EOLWD Secretariat Agencies

Number of Tickets by Agency

	EOL
■ 03/29/2014	13
■ 04/05/2014	12
■ 04/12/2014	13
■ 04/19/2014	16
■ 04/26/2014	13
■ 05/03/2014	9

7 tickets were forwarded to Agency HR/Payroll during the period 3/23/2014 – 5/3/2014

Inquiry Classifications
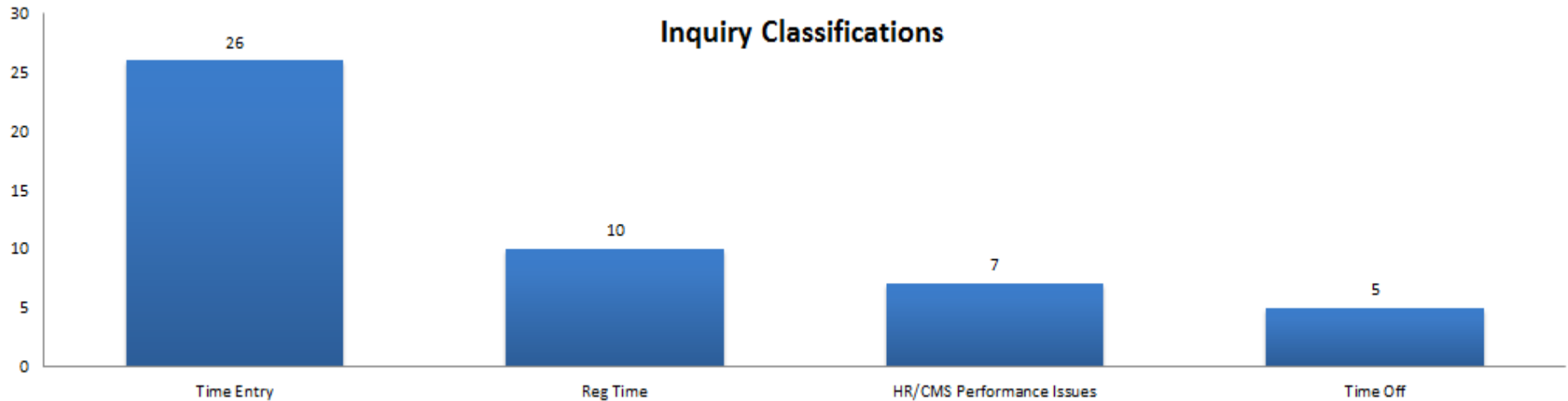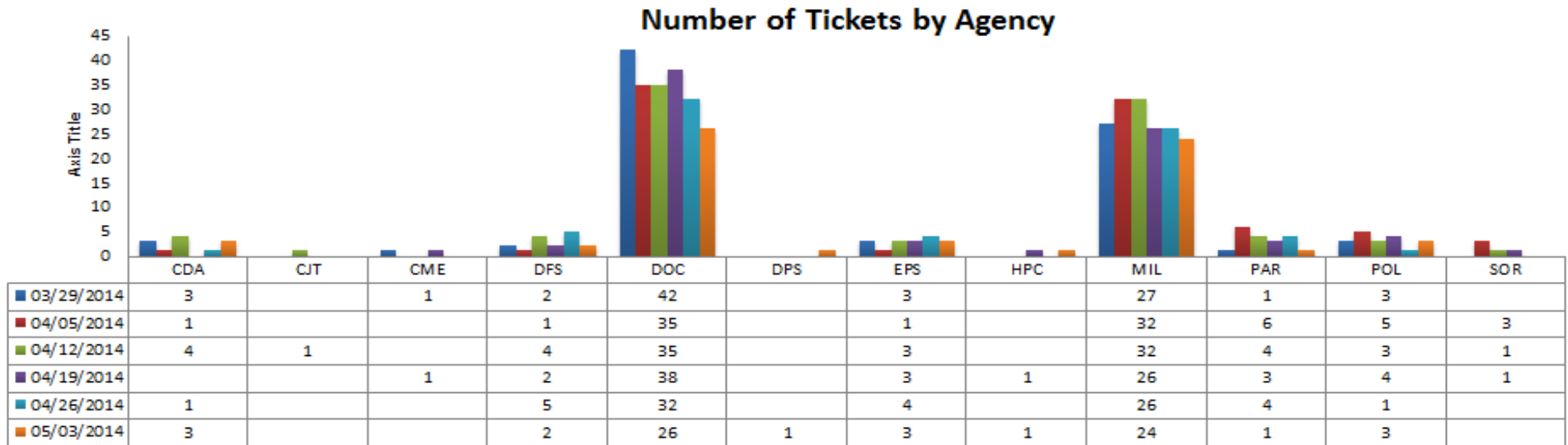
Time Entry	Reg Time	HR/CMS Performance Issues	Time Off
26	10	7	5

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EOPSS Secretariat Agencies

Number of Tickets by Agency

	CDA	CJT	CME	DFS	DOC	DPS	EPS	HPC	MIL	PAR	POL	SOR
03/29/2014	3		1	2	42		3		27	1	3	
04/05/2014	1			1	35		1		32	6	5	3
04/12/2014	4	1		4	35		3		32	4	3	1
04/19/2014			1	2	38		3	1	26	3	4	1
04/26/2014	1			5	32		4		26	4	1	
05/03/2014	3			2	26	1	3	1	24	1	3	

12 tickets were forwarded to Agency HR/Payroll during the period of 3/23/2014 – 5/3/2014

Inquiry Classifications

Time Entry	Direct Deposit	Employee Information	W-4 Federal
182	83	63	38
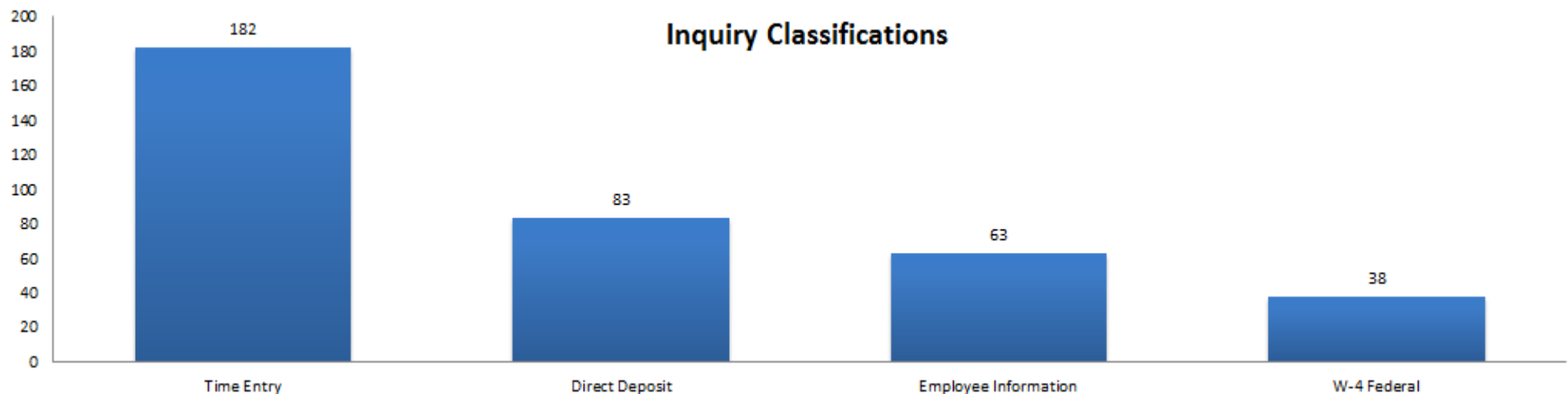
ART Tickets and Classification

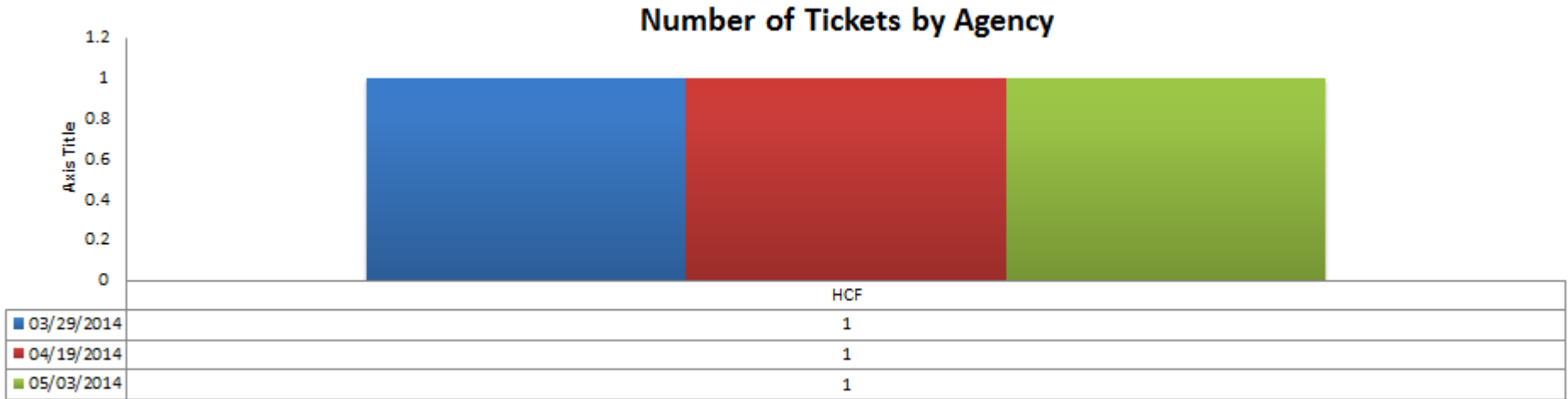**Number of Tickets by Agency**

	ART
☐ 04/12/2014	2
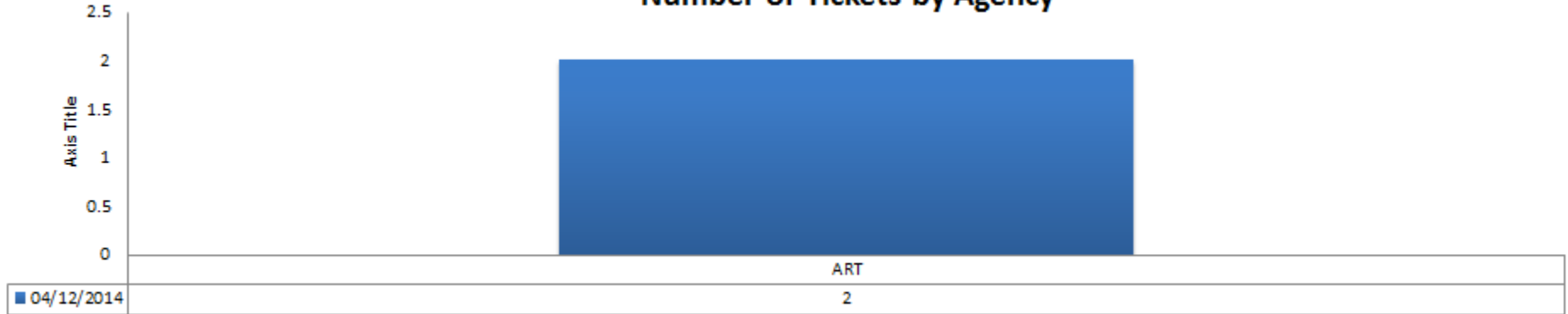
The ESC did not receive any requests the weeks ending 3/29/14, 4/5/14, 4/19/14, 4/26/14, and 5/3/14

Inquiry Classifications
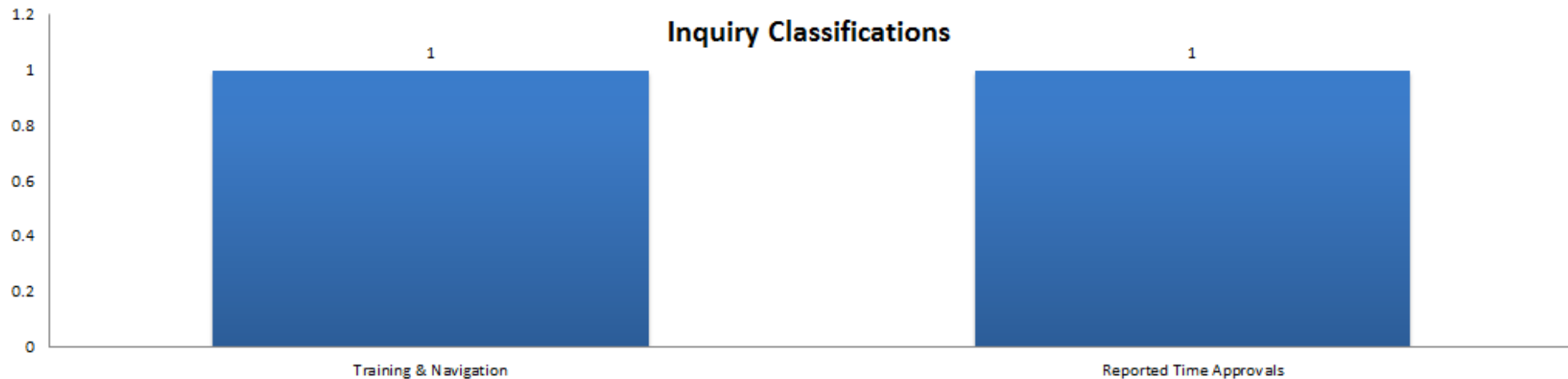
Training & Navigation — 1
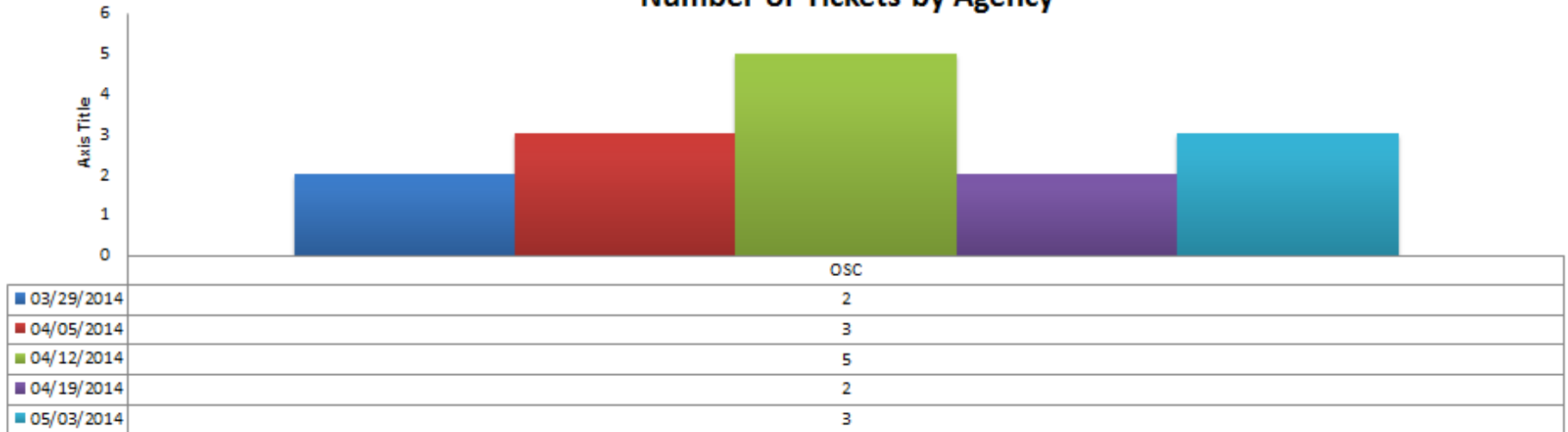Reported Time Approvals — 1

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HCF Tickets and Classification

MassHR
Delivering HR Services That Matter

Number of Tickets by Agency

	HCF
■ 03/29/2014	1
■ 04/19/2014	1
■ 05/03/2014	1

The ESC did not receive any requests the weeks ending 4/5/14, 4/12/2014, 4/26/14
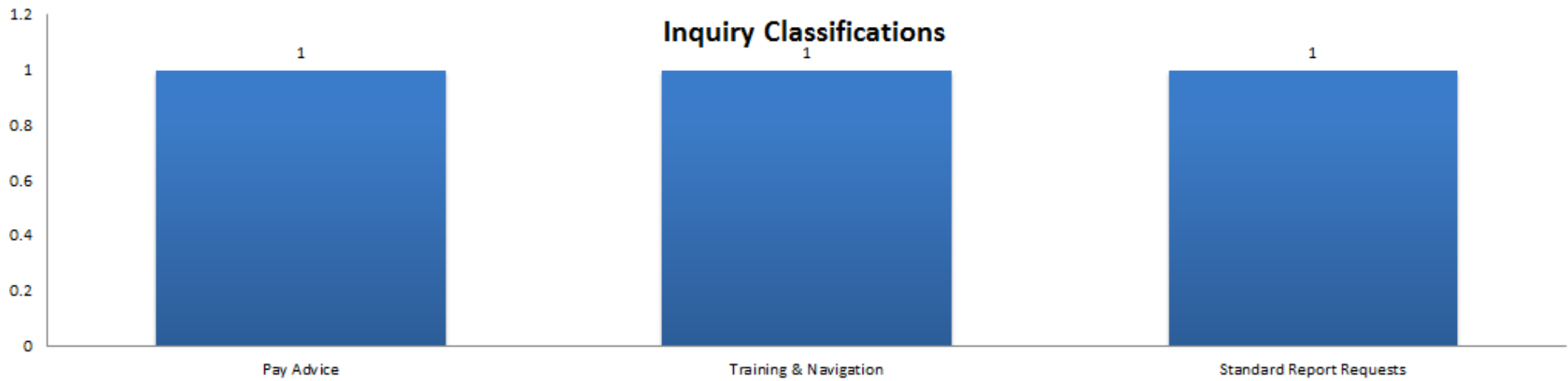
Inquiry Classifications

Pay Advice: 1
Training & Navigation: 1
Standard Report Requests: 1

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OSC Tickets and Classification

Number of Tickets by Agency

	OSC
■ 03/29/2014	2
■ 04/05/2014	3
■ 04/12/2014	5
■ 04/19/2014	2
■ 05/03/2014	3

The ESC did not receive any requests the weeks ending 4/26/14

Inquiry Classifications
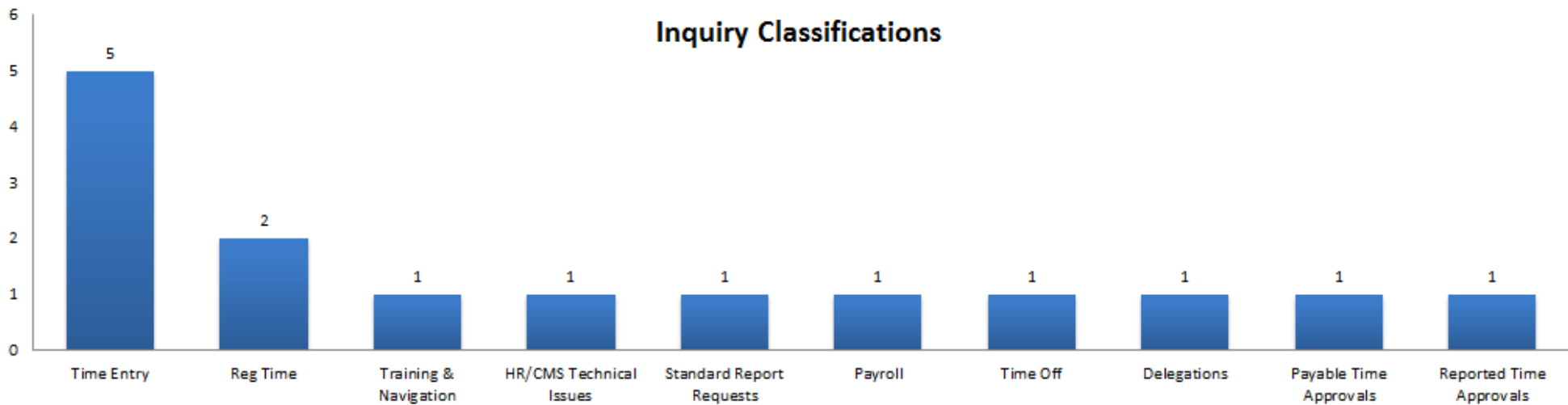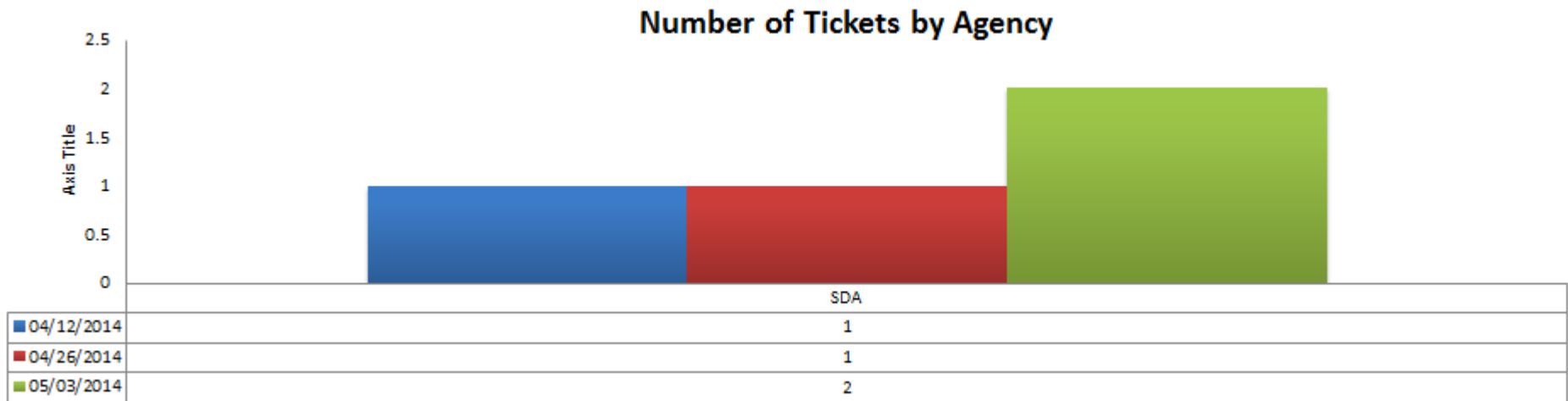
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SDA Tickets and Classification

Number of Tickets by Agency

	SDA
■ 04/12/2014	1
■ 04/26/2014	1
■ 05/03/2014	2

The ESC did not receive any requests the weeks ending 3/29/14, 4/5/14, 4/19/14

Inquiry Classifications

TRE Tickets and Classification

Number of Tickets by Agency

	TRE
■ 03/29/2014	1
■ 04/26/2014	1
■ 05/03/2014	2
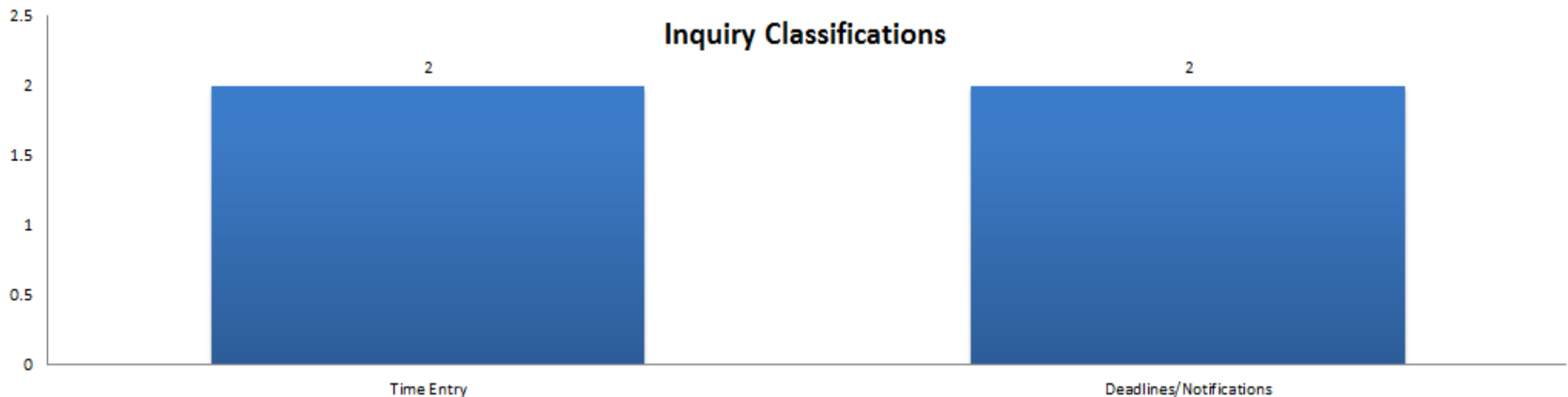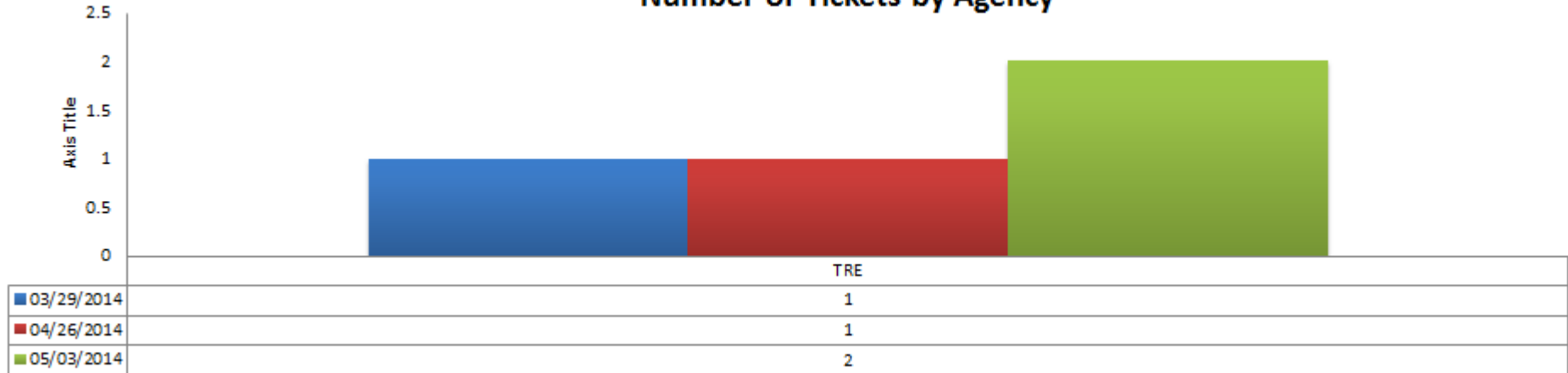
The ESC did not receive any requests the weeks ending 4/5/14, 4/12/14, 4/19/14
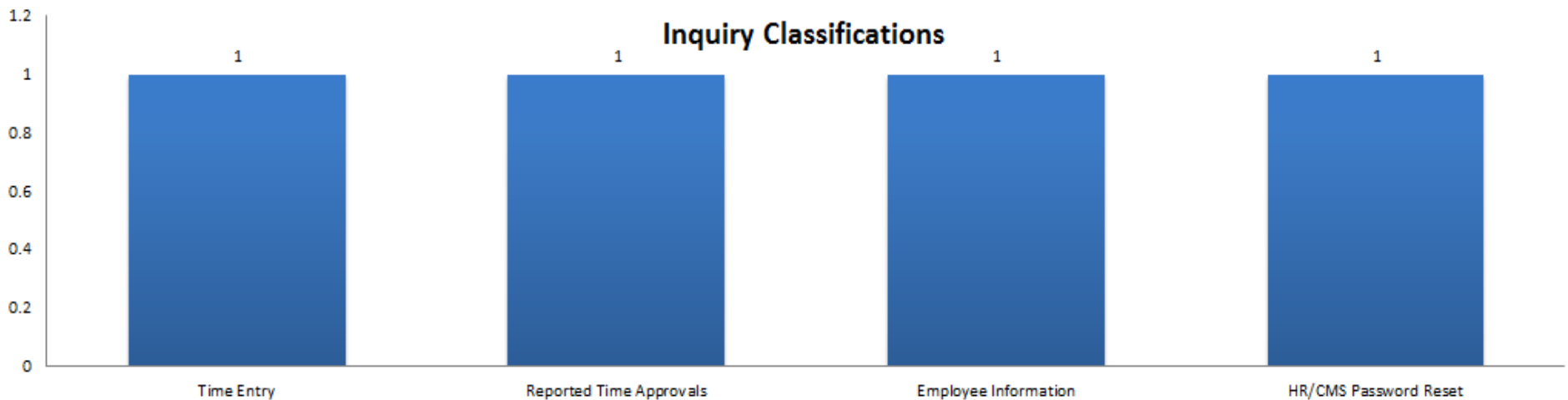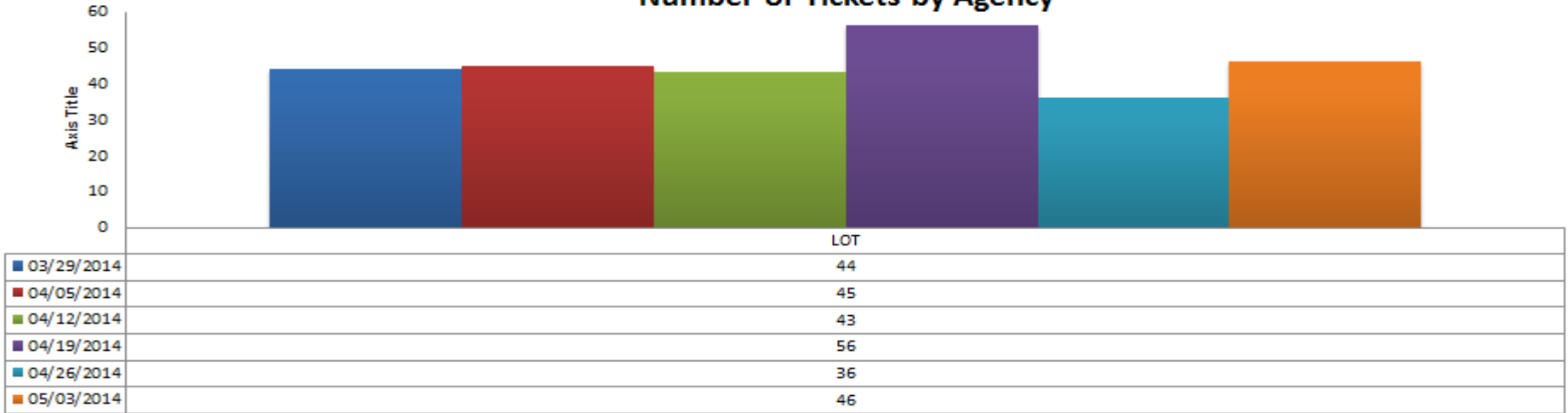
Inquiry Classifications

Time Entry	Reported Time Approvals	Employee Information	HR/CMS Password Reset
1	1	1	1

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LOT Tickets and Classification

Number of Tickets by Agency

	LOT
■ 03/29/2014	44
■ 04/05/2014	45
■ 04/12/2014	43
■ 04/19/2014	56
■ 04/26/2014	36
■ 05/03/2014	46

Inquiry Classifications

Time Entry	Reg Time	Balance Inquiry	Time Off
246	9	4	3

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MGC Tickets and Classification

Number of Tickets by Agency

	MGC
■ 04/19/2014	1
■ 04/26/2014	2
■ 05/03/2014	2
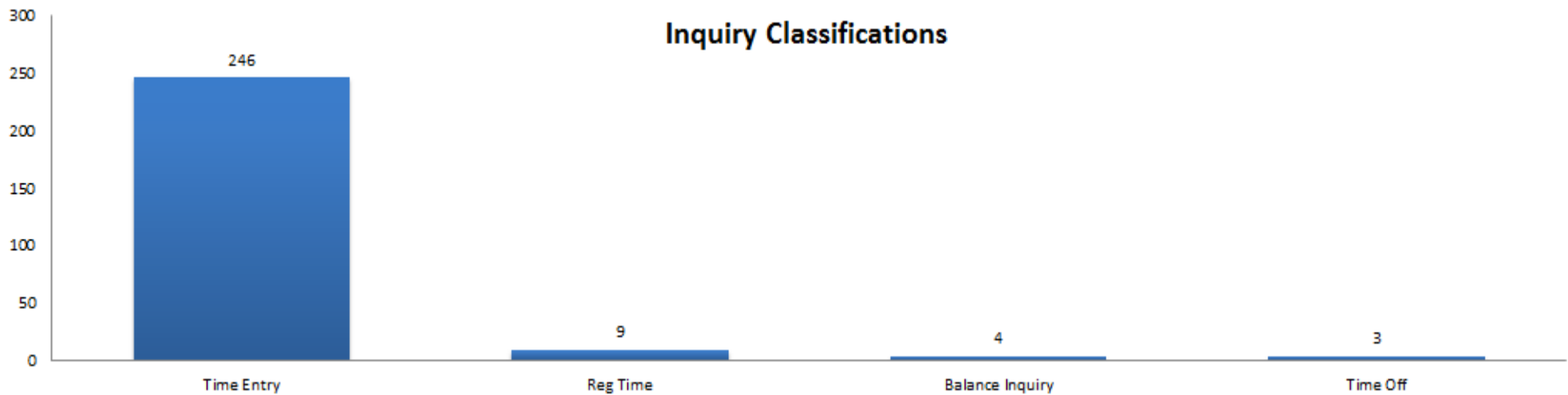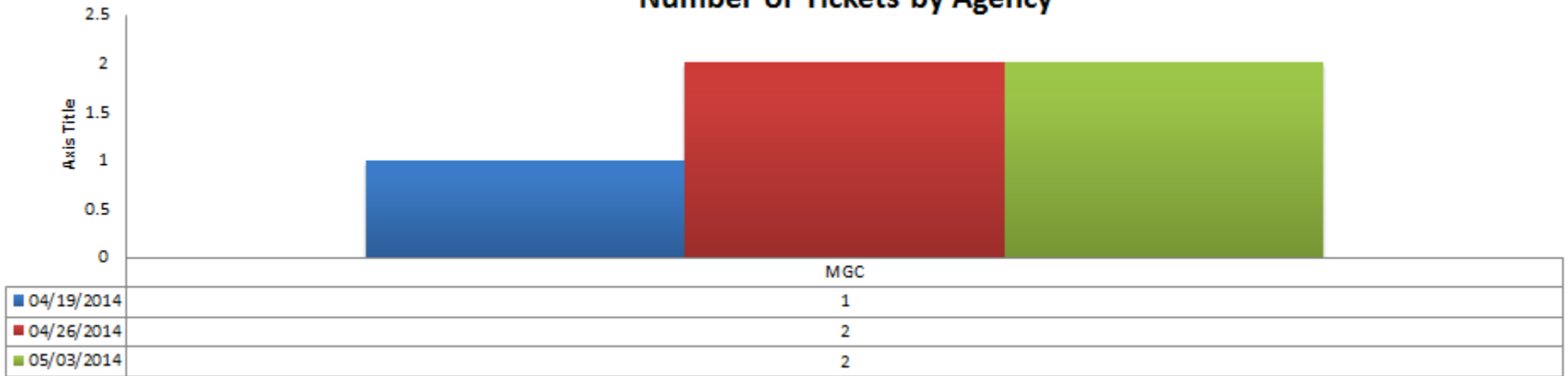
The ESC did not receive any requests the weeks ending 3/29/14, 4/5/14, 4/12/14

Inquiry Classifications

Reg Time: 1
Exception Management: 1
Reports To: 1
Pay Advice: 1
Payroll: 1

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